

## The **VANGUARD** Engagement Strategy

The **VANGUARD** Engagement Strategy is the Director of the Air National Guard's vision, in partnership with the Adjutants General and leadership across the Air National Guard, for transforming the Air National Guard as the Department of Defense addresses current realities and plans for an uncertain future. The Air National Guard of tomorrow will be molded by our transformational approach and actions taken today. **VANGUARD's** purpose is to carve out **our own** strategy to explore new organizational constructs to remain **Ready, Reliable and Relevant...Now and in the Future.**

The Air National Guard intends to lead the way by considering, selecting and implementing new concepts and missions that leverage our unique strengths to improve Total Force capabilities in support of expeditionary roles and defense of the homeland. **VANGUARD** seeks the optimum synergy resulting from melding the right concepts and missions at the right times and places, ***for the right reasons - without jeopardizing our core values and historic traditional militia heritage and culture.***

In the coming years, the Air National Guard faces across-the-board force modernization and aging airframe issues with many of our legacy platforms that will force changes to the way we look and operate today. The Air Force will soon need to replace some of its legacy systems and the procurement of new systems will demand an even greater slice of an already constrained Defense budget. As such, we expect the *replacement systems will be fewer in number – but more capable in performance.* We cannot allow our ties to the past to threaten our preparation for the future. The global and fiscal environments have changed and will continue to change. We will embrace our new environment and plot a solid course toward our future – a more relevant, and needed Air National Guard.

Through transformation, we must position ourselves to ensure continued engagement in new air and space capabilities. We will align our capabilities to provide the maximum relevant contribution to the Air Force, the States and the Nation. As we explore new opportunities, our focus must be on those missions the Air Force is willing to resource to ensure mission accomplishment.

It is imperative for us to locate and exploit efficiencies within our current structure to allow for force reallocation, new opportunities and increased capability in critical areas. With the intent of positioning and reshaping our organization to take advantage of new and emerging missions, the following **Transformational Focus Areas** were developed:

- **Transformation Organization and Technology Improvements** – Eliminate redundant practices and discard capabilities rarely utilized and then re-role and invest in our future.
- **Geographically Separated Units (GSUs)** – Review the over 100 GSUs currently in existence to see if they might be reduced through relocation or combining activities and services
- **Air National Guard Units with Like Missions and Equipment** – Consider integration of these types of units and then redirect the savings to solve attrition reserve shortages or invest in new missions.
- **States with Multiple Flying Units** – Examine these units to determine if advantages can be gained through co-locating and integrating some of the Base Operating Support functions and share the equipment and manpower to reduce infrastructure and redundant practices.

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- **Air National Guard Units Located at or Near Active Duty Bases or Other Military Installations** – Examine our locations to determine if efficiencies can be realized through our own relocation or repositioning active duty or other component activities to Air National Guard locations.

In order to provide a basis for Total Force transformation, we developed **Transformational Organizational Constructs**. The definitions below are general in nature and not intended to fit every situation. Each state has been asked to examine their own unique situation when deciding which organizational construct best fits their circumstance. The intent is to provide the maximum capability to the Combatant Commander while garnering efficiencies that can be redirected to new capabilities.

- **Blended/Integrated Units** - Active, Guard, Reserve and civilian personnel assigned to the same wing or squadron remain administratively separate, but are organizationally and operationally combined.
- **Active Associate Units** - Active Duty units assigned to a Guard or Reserve wing or squadron remaining administratively and organizationally separate, but operationally combined.
- **Reserve Associate Units** - Guard or Reserve units assigned to an Active Duty wing or squadron remaining administratively and organizationally separate, but operationally combined.
- **Mega Basing** - Combining several like or disparate units from the same service on a single base.
- **Joint Basing** - Co-locating units from different services on a single base.
- **City Basing** - By adding Active Duty force structure to existing Guard or Reserve locations, City Basing could include outsourcing or privatizing non-military/non-critical functions on location or within the local community to reduce the Department of Defense infrastructure.

While the missions may change, ***we intend to keep our military end strength at its current level of 106,000 plus strong***. We will do this by positioning ourselves in new and viable missions that are needed now and in the future. We will divest of legacy missions and equipment while embracing new transformational concepts and ideas. The **VANGUARD** Engagement Strategy includes pursuing new missions and opportunities in areas such as:

- Airborne Intelligence, Surveillance and Reconnaissance (ISR)
- Information Operations and Information Warfare
- Space Operations
- Intel Support
- Remotely Piloted Aircraft
- Expeditionary Combat Support
- Air Mobility Operations Centers
- Air Operations Center Augmentation

**THE BOTTOM LINE...**Transformation throughout the Department of Defense is happening! We can sit idly by and let others make decisions on our future, or we can be proactive and make decisions today that lead the way and prepare us for the challenges of tomorrow. The Air National Guard is committed to providing a relevant and capable Air National Guard unit in every state and territory – flying or non-flying – to provide required capabilities to each governor and to the Nation while minimizing the economic impact to local communities. And while we transform, **we will maintain our core values, community linkage and unique Guard culture**. There is simply no Air Force mission or capability the Air National Guard cannot provide. Working with our State partners, the Air Force and the Department of Defense, we will ensure the Air National Guard remains **Ready, Reliable and Relevant...Now and in the Future**, and at the **VANGUARD** of protecting and defending our Communities, States and Nation.

*"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do." ~ Mark Twain*